## Bibliography of Quality-Related Articles from the *Harvard Business Review*

**Title:** "The New Productivity Challenge"

**Authors:** Drucker, Peter F

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 69 Iss: 6 Date: Nov/Dec 1991 p: 69-79

Abstract:

Some 100 years ago, Frederick Taylor set off a revolution that ultimately defeated Marx. By studying how the work of making and moving things could be performed more effectively, Taylor laid the foundation for gains in manufacturing productivity that allowed common laborers to earn the wages of skilled craftspeople. Today, the developed economies need another productivity revolution—this time in knowledge and service work. The country that first achieves such productivity gains will dominate the next century economically. Countries that fail will face rising social tensions. The key to this new productivity revolution is what Taylor called 'woking smarter.' Applied to knowledge and service work, working smarter requires 5 distinct steps: 1. Define the task. 2. Concentrate on the task. 3. Define performance. 4. Ask the people who do the work how they think their productivity can be improved. 5. Build continuous learning into the organization through training and by asking the best performers to become teachers for the rest.

**Title:** "How the Baldrige Award Really Works"

**Authors:** Garvin, David A

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 69 Iss: 6 Date: Nov/Dec 1991 p: 80-95

**Abstract:** 

The Malcolm Baldrige National Quality Award is the most important catalyst for transforming US business. However, since its inception 4 years ago, the award has been the target of increasingly acrimonious criticism. The award has been criticized for requiring large expenditures on the application and preparation for site visits, failing to predict a firm's financial success, and failing to honor superior product or service quality. Drawing on a series of in-depth discussions with 20 Baldrige Award judges, senior examiners, and examiners, a clear definition is given of the award's real purpose and value contained within its 7 categories. The Baldrige Award is best understood as an audit framework for telling firms where they

stand and how they can improve their total quality efforts. For most companies, the question is how to improve the deployment and integration of their quality programs. According to the judges and examiners, there are simple litmus tests that managers can apply to identify strengths or weaknesses and suggest needed improvements. makes it clear that business executives in many nations are acutely aware of a looming skills shortfall and that corporations must take up new responsibilities in areas such as job training and child care to secure an adequate supply of qualified workers. This growing concern among government policymakers and business executives about the size and caliber of future labor supply is truly a global issue. The survey proves also that, while managers have detected many changes, they have not made a conceptual break from traditional management theories and practices.

Title:
Authors:
Journal:

"Zero Defections: Quality Comes to Services" Reichheld, Frederick F; Sasser, W. Earl, Jr *Harvard Business Review*, ISSN: 0017-8012 Vol: 68 Iss: 5 Date: Sep/Oct 1990 p: 105-111

Abstract:

As service businesses start to measure quality, they will see the urgent need to reduce the number of customers who do not return. They will strive for 'zero defections'—keeping every customer the company can profitably serve—and they will mobilize the organization to achieve it. Customer defections have a surprisingly powerful impact on the bottom line. Companies can boost profits by almost 100% by retaining just 5% more of their customers. By soliciting feedback from defecting customers, companies can ferret out the weaknesses that really matter and strengthen them before profits start to dwindle. Defection analysis is a guide that helps companies manage continuous improvement. However, achieving service quality does not mean slavishly keeping all customers at any cost. There are some customers the company should not try to serve. Ultimately, defections should be key performance measures for senior management and a fundamental component of incentive systems. Employees should be encouraged to pursue zero defections by tying incentives, planning, and budgeting to defection targets.

**Title:** "Fix the Process, Not the Problem" **Authors:** Sirkin, Harold; Stalk, George, Jr

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 68 Iss: 4 Date: Jul/Aug 1990 p: 26-33

Abstract:

The idea of management's turning to employees and asking them to solve business problems sounds risky. Nevertheless, this is the approach used in moving a paper mill from facing shutdown to being the industry's number-one supplier in just 2 1/2 years. The success key was a multiyear learning process in which employees developed 4 progressive problem-solving loops: 1. fix-as-fail, in which the problem arises and is fixed, 2. prevention, in which the solution leads to preventive action, keeping problems from arising, 3. root causes, in which fewer problems create time to find underlying causes, allowing the organization to move from defense to offense, and 4. anticipation, in which systems changes create time to find improvements. Progress through the increasingly sophisticated problem-solving loops takes time, perhaps as many as years to work through the entire cycle, tempting many managers to short-circuit the process, but most companies taking this approach achieve unsatisfactory results.

**Title:** "The Emerging Theory of Manufacturing"

**Authors:** Drucker, Peter F

**Journal:** *Harvard Business Review*, ISSN: 0017-8012

Vol: 68 Iss: 3 Date: May/Jun 1990 p: 94-102

**Abstract:** 

The essence of the factory of 1999 is the product of 4 principles and practices that together constitute an new approach to manufacturing. Each of the concepts is being developed separately, by different people with different starting points and different agendas. Each concept has its own objectives and its own impact. Statistical quality control (SQC) is altering the social organization of the factory. SQC makes it possible for machine operators to be in control of their work. The new manufacturing accounting lets a manager make production decisions as business decisions. In the new accounting system, finished-goods inventory is a sunk cost, not an asset. The flotilla, or module, organization of the manufacturing process promises to combine the advantages of standardization and flexibility. The systems approach embeds the physical process of making things, or manufacturing, in the economic process of business or the business of creating value. With this approach, producing does

not stop when the product leaves the factory; physical distribution and product service are part of the production process.

Title: "Robust Quality"

Authors: Taguchi, Genichi; Clausing, Don

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 68 Iss: 1 Date: Jan/Feb 1990 p: 65-75

**Abstract:** 

If US managers learn only one new principle from the collection now known as Taguchi Methods, it should be that quality is a virtue of design. It was in opposition to the Zero Defects concept that Taguchi Methods emerged. According to Zero Defects, designs are essentially fixed before the quality program makes itself felt. Managers of Zero Defects programs grow accustomed to thinking about product quality in terms of acceptable deviation from targets, instead of the consistent effort to hit them. Where deviation is consistent, adjustment to the target is possible; catastrophic stack-up is more likely from scattered deviation within specifications than from consistent deviation outside. Quality loss, the loss that comes after products are shipped, increases at a geometric rate. It can be roughly quantified as the Quality Loss Function (QLF). Management should choose the precision level that minimizes the total cost, production cost plus quality loss the basics of QLF.

**Title:** "Managing Suppliers Up to Speed"

**Authors:** Burt, David N

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 67 Iss: 4 Date: Jul/Aug 1989 p: 127-135

Abstract:

Managing suppliers is no longer a task for old-style purchasing managers. Strategic manufacturing is becoming a partnership between the large corporations that preside over design, assembly, and marketing of finished goods and fewer, smaller, and smarter suppliers. Initiating this partnership and keeping it competitive are not easy. Firms should engage in careful research and mutually beneficial relations with suppliers. When capacity permits, firms are better off with a single-source supplier. Five key issues will determine whether a firm will achieve dramatic results: 1. whether the firm is sensibly organized to select suppliers, 2. whether the design process team includes suppliers, 3 whether the suppliers are addressing quality standards,4. whether the suppliers are earning a fair profit, and 5. whether supplier

relationships are managed to ensure long-term growth in suppliers' skills. Large firms have no choice but to make supplier partnerships work.

**Title:** "Time to Reform Job Shop Manufacturing"

**Authors:** Ashton, James E; Cook, Frank X., Jr

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 67 Iss: 2 Date: Mar/Apr 1989 p: 106-111

**Abstract:** An important segment of US industry, job shop manufacturers,

continues to postpone needed reforms. Uncertainty and uniqueness define the job shop, which builds customized or modified standard products in low volumes, such as aircraft and machine tools. The imposing and conflicting demands under which job shops operate convince most managers to overlook performance problems they would not tolerate in high-volume assembly. Improvements in job shop performance are possible, although radical changes in management philosophy are required. Job shop reform involves embracing the principles of total quality

control (TQC) and just-in-time (JIT) production. By implementing a philosophy of low overhead, fast-response manufacturing, job shops can simultaneously improve

manufacturing performance and reduce costs. TQC and JIT can be implemented rapidly once managers identify and address the

barriers to implementation.

**Title:** "The Power of Unconditional Service Guarantees"

**Authors:** Hart, Christopher W. L

Journal: Harvard Business Review, ISSN: 0017-8012

Vol: 66 Iss: 4 Date: Jul/Aug 1988 p: 54-62

**Abstract:** A good service guarantee is: 1. unconditional, 2. easy to

understand and communicate, 3. meaningful, 4. easy and painless to invoke, and 5. quick and easy to collect. The guarantee is a powerful tool for marketing service quality and achieving it because it: 1. pushes the whole firm to focus on customers' definition of good service, 2. provides clear performance standards that increase employee morale and performance, 3. generates reliable data by way of payouts when performance is poor, 4. forces an organization to examine its entire service-delivery system for possible failure points, and 5. builds customer loyalty, sales, and market share. The costs to a firm due to customer cheating amount to very little compared to the benefits

derived from a strong guarantee. Although a guarantee carries costs, a badly performed service also incurs costs, such as lost business from disgruntled customers. Due to their service guarantees, 'Bugs' Burger Bug Killers and Federal Express both redefined the meaning of service in their industries by performing at levels other firms have been unable to reach.

**Title:** "Manufacturing by Design"

**Authors:** Whitney, Daniel E

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 66 Iss: 4 Date: Jul/Aug 1988 p: 83-91

**Abstract:** Design is a strategic activity, whether by intention or default.

Design has an impact on: 1. flexibility of sales strategies, 2. speed of field repair, and 3. efficiency of manufacturing. The most effective way to cut through the barriers to good design is to use multifunctional teams. These teams typically have 20 members in large projects and include every specialty in the company. After establishment, these teams need a step-by-step procedure to discipline discussion and take members through the decisions cropping up in almost every design. The chief functions of a design team include: 1. determining the character of the product, 2. subjecting the product to a product function analysis, 3. carrying out a design-for-producibility-and-usability study, 4. designing an assembly process suitable to the product's character, and 5. designing a factory system that fully involves workers in the production strategy, operates on minimal inventory, and is integrated with vendors' methods and capabilities. Strategic product design is a total approach to doing business.

**Title:** "The House of Quality"

**Authors:** Hauser, John R; Clausing, Don

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 66 Iss: 3 Date: May/Jun 1988 p: 63-73

**Abstract:** Quality function deployment (QFD) is a set of planning and

communication routines focusing and coordinating skills within an organization to design and then manufacture and market goods that customers wish to purchase and will continue to buy. The basic design tool of QFD is the house of quality, a kind of conceptual mapgiving the means for interfunctional planning and communications. The base of the house of quality is the feeling that products should be designed to reflect customers' desires and

tastes. Toyota and its suppliers have developed this approach in many ways. A house of quality map includes such questions as: 1. What do customers want? 2. Are all preferences equally important? 3. Will delivering perceived needs give a competitive advantage? 4. How can the product be changed? 5. How much do engineers effect customer-perceived qualities? 6. How does one engineering change influence other traits? The house provides all participants the means to debate priorities.

**Title:** "Competing on the Eight Dimensions of Quality"

**Authors:** Garvin, David A

**Journal:** *Harvard Business Review*, ISSN: 0017-8012

Vol: 65 Iss: 6 Date: Nov/Dec 1987 p: 101-109

Abstract:

Today's managers need an aggressive strategy to gain and hold markets, with high quality as a competitive linchpin. Traditional quality control measures were designed as purely defensive ways to prevent failures or eliminate defects. Expenditures on prevention were justified if they were lower than the costs of product failure. Managers need a conceptual bridge to the consumer's vantage point to achieve quality gains. Market studies and a careful review of competitors' products acquire a new importance in this context. A crucial preliminary step for managers is to develop a clear vocabulary with which to discuss quality as a strategy. The 8 critical dimensions of quality that can serve as a framework for strategic analysis are: 1. performance, 2. features, 3. reliability, 4. conformance, 5. durability, 6. serviceability, 7. aesthetics, and 8. perceived quality. Strategic mistakes include direct confrontation with an industry's leader and the introduction of dimensions of quality that are unimportant to consumers. Poor market research often results in neglect of quality dimensions that consumers value.

Title: "Breakthrough Manufacturing"

**Authors:** Haas, Elizabeth A

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 65 Iss: 2 Date: Mar/Apr 1987 p: 75-81

**Abstract:** US manufacturers can take the necessary actions to avoid

permanently losing US industry to world competition. Instead of thinking in terms of operational improvement only, managers must make decisions in terms of overall strategy to stay ahead of competitors. Eight areas represent the types of manufacturing

decision: 1. product design, 2. process design, 3. facility and plant configuration, 4. information and control systems, 5. human resources, 6. research and development, 7. suppliers' roles and relationships, and 8. organization. The most successful corporations make integrated decisions that consider all 8 areas; further, they continually reevaluate and reorchestrate their manufacturing decisions to support their strategic goals. Those US manufacturing companies that move now to adopt integrated strategies may succeed in increasing their productivity by 10% or 15% annually during the next few years and staying competitive; those that continue to make only operational improvements will not.

**Title:** "Lessons in the Service Sector"

**Authors:** Heskett, James L

**Journal:** *Harvard Business Review*, ISSN: 0017-8012

Vol: 65 Iss: 2 Date: Mar/Apr 1987 p: 118-126

**Abstract:** Service industries today are in the forefront of economic

leadership because of forward-looking management practices that include: 1. close coordination between marketing and operations management, 2. strategic service vision with its elements of identifying target market segments, developing a service concept for customers' needs, codifying an operating strategy, and designing a supporting service delivery system, 3. inner-directed vision that emphasizes the employees, and 4. application of strategic service vision to customers and those who deliver the service. Consistent high quality is more difficult in the service sector than in manufacturing and requires new approaches, such as restructuring incentives. Scale economies must be considered in the service industry, where bigger is not necessarily better.

Information can be considered a substitute for other assets and

can be exploited to generate new business.

**Title:** "The Productivity Paradox"

**Authors:** Skinner, Wickham

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 64 Iss: 4 Date: Jul/Aug 1986 p: 55-59

**Abstract:** For more than a decade, US manufacturers have been seeking to

improve productivity and their international competitiveness, but

the results have been dismal. Most of these programs have

focused on cost reduction. However, companies cannot cut costs

enough to restore competitive vitality, and such an approach is even proving harmful. The cost-reduction approach: 1. misconstrues the nature of the competitive challenge, 2. hinders innovation, 3. creates an environment that alienates the workforce, and 4. detracts from the development of an aggressive manufacturing strategy. To break out of this pattern, managers must recognize that their approach is not working well, develop and implement a ma~lufacturing strategy, and adopt new process technology. Successful companies need a new breed of leadermanagers that can focus on a broader set of objectives than just cost and efficiency. Novel approaches to the competitive challenge need to be tried.

Title: "Made in U.S.A.: A Renaissance in Quality"

Authors: Juran, Joseph M

Journal: Harvard Business Review, ISSN: 0017-8012

Vol: 71 Iss: 4 Date: Jul/Aug 1993 p: 42-50

Abstract: In the opinion of some journalists and business leaders, Japan's

preeminence in product quality is a direct consequence of lectures

delivered 40 years ago in Tokyo by 2 Americans—W.

EdwardsDeming and Joseph M. Juran. However, Juran believes this view to be pure chauvinist nonsense. Despite the shoddiness of Japanese consumer goods before World War II, the Japanese did have a quality tradition in the superb workmanship of certain ancient crafts and in the design and manufacture of their military

hardware. The audience in Japan was made up of senior

executives who took personal charge of managing quality, while audiences in the US were made up of middle managers. US chief executive officers concentrated their attention on financial reports instead. However, in the 1990s, CEOs in the US are starting to again take a personal interest in quality management which may

mean the beginning of a quality revolution in the US.

Title: "Building a Learning Organization"

Garvin, David A **Authors:** 

Harvard Business Review, ISSN: 0017-8012 Journal:

Vol: 71 Iss: 4 Date: Jul/Aug 1993 p: 78-91

Abstract: Continuous improvement programs are proliferating as

corporations seek to better themselves and gain an edge. Unfortunately, however, failed programs far outnumber successes, and improvement rates remain low. That is because companies have failed to realize that organizations and people must learn first before they can improve. Three critical issues must be addressed before a company can become a learning organization: 1. meaning, 2. management, and 3. measurement. A learning organization can be defined as an organization skilled at 5 main activities: 1. systematic problem solving, 2. experimentation with new approaches, 3. learning from past experience, 4.learning from the best practices of others, and 5.transferring knowledge quickly and efficiently throughout the organization.

Title: "Corporate Redemption and the Seven Deadly Sins"

**Authors:** Pearson, Andrall E

Journal: Harvard Business Review, ISSN: 0017-8012

Vol: 70 Iss: 3 Date: May/Jun 1992 p: 65-75

Many formerly competitive US companies have lost their Abstract:

competitive advantage because of the effects of these 7 familiar deadly sins: 1. inconsistent product quality, 2. slow response to the

marketplace, 3. lack of innovative, competitive products, 4.

uncompetitive cost structure, 5. inadequate employee

involvement, 6. unresponsive customer service, and 7. inefficient resource allocation. The remedies employed by most managers—

shifting strategy, reallocating resources, and focusing on operations—fail to address the negative, risk-averse, bureaucratic work environment that is the root cause undermining competitive performance. Corporate management must be reinvented to produce a work environmen that stresses speed. To accomplish this reinvention, top managers must: 1. decide what the company stands for and convince their employees of this uniqueness, 2. set standards that drive the company to worldclass levels, and 3. push

constantly for the development of innovations that will change the

company's future.

Title: "Trial-By-Fire Transformation: An Interview with Globe

Metallurgical's Arden C. Sims"

Ravner, Bruce **Authors:** 

Journal: Harvard Business Review, ISSN: 0017-8012

Vol: 70 Iss: 3 Date: May/Jun 1992 p: 117-129

Globe Metallurgical Inc., a \$115-million supplier of specialty **Abstract:** 

metals, is best known as the first small company to win the Malcolm Baldrige National Quality Award in 1988. During the 1980s, Globe transformed itself from a rust-belt company on the verge of bankruptcy into a high-technology, high-quality industry leader. Along the way, the company went private in a management-led leveraged buyout, embraced flexible work teams, adopted a high-value-added, niche marketing strategy, and took its business global. Globe's reinvention was led by chief executive Arden C. Sims. After he joined the company in 1984, Sims discovered that old-style management was not enough to battle offshore competitors, an unproductive work force, rising costs, and outdated production technology. In a interview, Sims discusses the power of flexible work teams and total quality programs. Sims believes that one of the most important components of a successful transformation is gaining the respect of the work force.

**Title:** "Beyond Total Quality Management and

Reengineering: Managing Through Processes"

**Authors:** Anonymous

**Journal:** Harvard Business Review, ISSN: 0017-8012

Vol: 73 Iss: 5 Date: Sep/Oct 1995 p: 80-81

Abstract:

Virtually all efforts to redesign business processes today have their roots in 2 movements: 1. total quality management (TQM), and 2. reengineering. Both have provided danagers with a powerful means of reshaping individual processes so that they serve existing categories of customers more efficiently. But a growing number of managers are discovering that TQM and reengineering have 3 severe limitations. One such limitation is that these techniques assume that process redesign can be divorced from rethinking business strategy. Before setting out to redesign a critical process, a manager first should ask whether the chief problem is the quality, cost, or speed of the process or rather, the fundamental inability of the process to support the strategy. In addition, managers should consider whether existing management processes will be compatible with the redesigned business processes.